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UNITED STATES GOVERNMENT

Memorandum

TO : Chief, Personnel Recruitment Division DATE: 13 July 1964

FROM : Chief, Field Recruitment Branch

SUBJECT: Inspector General Personnel Recruitment Report

1. Paragraph #4: Recruitment accomplishments for the 18 month period cited in this report essentially represent the efforts of 9-10 veteran recruiters under the Professional category. With the exception of the COTP group, it should be observed that the label Professional category represents younger men and women employed at lower grade levels for basic routine type duties. In this context, I would suggest that numerically successful recruitment years have been measured not in terms of total recruiters available but more specifically in the hiring attitudes and environment prevailing in the Agency components.

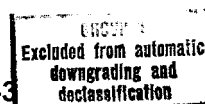
2. The Agency may now be faced with, perhaps for the first time, a challenge of meeting true, specific professional requirements. Increasing attention of recent months by DDS&T offices in sifting candidates and sources in the field seems to highlight a trend in recruitment process. Excluding the revamped recruitment focus for COTP, are we meeting the issue of full utilization of recruiters? I am concerned by trends that indicate an increasing knowledge gap between the ultimate consumer and most recruiters. The formal requisition with its Security implications is far from a satisfactory medium in this type of recruitment. Proliferation of correspondence, telephone calls, and even orientation visits fail to provide, in my opinion, sufficient background for these requirements by the average recruiter.

3. Constructively I would recommend the assignment of selected individuals to components as dictated by requirements. These recruiters would compliment the present staff of academically oriented recruiters who maintain field posts. To a certain extent, previous experience with NPIC would justify and provide a pattern for this type of recruitment. Ideally, this utilization of specialists would provide an intensive training ground for future field recruiters. This operation would also concentrate continuous effort on critical categories that could be singled out for recruitment failure.

4. Paragraph #6: I would further suggest that a similar review conducted after FY-65 will raise questions based on individual recruiter productivity if the key professional requirements are not satisfied.

5. Paragraph C: Personnel Processing Costs - Any investigation of total processing costs involving recruitment would suggest a study directed to the utilization of ADP systems to recruiting processes and placement.

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6. In context of recent studies on validation of JOTP/DDP programs, it appears that a broader horizon in addition to the academic background is desired. Utilization of broader screening techniques to reach alumni and individuals who have useful employment experience would seem required. A survey of the 10 year reject list for the JOTP might conceivably produce individuals who have proven themselves in various careers but would welcome an opportunity for reassessment of their potential for the Agency. Certainly reduction of total OOTP recruiting costs suggests a broader medium, and recent consideration of utilization of other government testing programs could be meshed into an automatic referral program to the field.

7. Clerical recruitment with a consistent historical ~~figure~~ pattern lends itself ideally to automatic selection and assignment procedures. A punch card system might be designed for distribution to all USES offices, business schools, and junior colleges for processing at Headquarters and transfer to field referrals on an automatic basis where necessary. Utilizing clerical testing patterns, a basis for national screening input of all requirements of the Agency could be automated. Transfer of data past and future should be quoted for memory storage for automatic retrieval at any given time. Development and applications of systems should reduce excessive expenditures of time and money, placement, and recruitment activities.

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